

Background for this paper is contained in notes written for HS/DCI by Personnel Office in 1952 and those for the Clark Committee, August 1954, in addition to miscellaneous material worked up in 1952 by HS/DCI.

All in folder Personnel Office (HS file).
25X1A

EL

June 1955

HS/RC-131
16m

THE OFFICE OF PERSONNEL

The Office of Personnel, CIA, did not come into being as such with the formation of the Agency in 1947, but had its origin in CIG, with the establishment of the Personnel and Administrative Branch, ^{Personnel Division} which was charged with the responsibility of developing an organization.

The staff of the Central Intelligence Group totaled 165 persons. These were drawn equally from State and Navy Departments with 43 each, respectively, and from the War Department (including the Air Corps), which supplied 79. ^{1/}

25X1A

[REDACTED], second draft, Personnel Office/

The Strategic Services Unit (descendant of the OSS) was still in existence, with the overt section (The Research and Analysis Division? ^{Branch?} Group?) transferred to the State Department and the covert (the SSU) taken over by the War Department. It was the small classification unit in this latter group which worked on position descriptions for the CIG Table of Organization in collaboration with the Personnel and Administrative Branch, CIG, and which was subsequently transferred to that Branch. /Memo, Meloon to

I 1/2
25X1A

[REDACTED] 13 Dec 54, Subj: History, Office Personnel, CIA./ There was no

appreciable outside recruiting during the early days (January to September,

^{1/} CIG Admin Order #18, October 1946. In Admin Orders CIG 1-25, 1946, HS files. The following sections were established: Class & Salary Admin (Section); Medical Services; Procurement and Assessment; Transactions and Records; Training; together with Hqs and Hq. Det. and Naval Command and an Employee Relations Section. ^{60791 Eval. serv.}

1946 and no formal recruitment or procurement section as such prior to September, 1946,) since the directive establishing CIG provided for the transfer of personnel and facilities from the Departments of State, War, and Navy. Attention was therefore directed in early recruitment to inter-agency procurement. Some individuals were brought to the Group from the OSS (individually) by direct interview and negotiation with the head of the Personnel and Administrative Branch, but this still approximated an inter-agency transaction. Certain other units of CIG were obtained intact through transfers from other organizations. (Meloon to 25X1A 13 Dec 54)

What units?
What organs?

~~Enf-et~~ One of the difficulties of this arrangement was that the Director of the Central Intelligence Group had no right of hire or fire. Salaries and expenses of the Group were to be borne by the three interested agencies, and there was therefore no budget established, nor was the authority to

CIG's
disburse any funds put at its disposal. Each department was held responsible for the clearing of the personnel it would send, with its security officer having the right of review. The final decision in every case rested with the DCI. The suggestion that there be an interdepartmental screening committee for this purpose did not meet approval, and ^{since} ~~as~~ the screening of the individual agency did not prove satisfactory, the directive establishing this was rescinded 4 October 1946. /Darling, III, page 51/ The CIG itself then took full responsibility for clearing its personnel.

I 3/1
The inability of hiring or firing at will actually ^{in part} took away ~~in part~~ from the Director his authority over the Group, since each intelligence agency worked along the lines of interest to its own Department. It was not easy to secure the necessary personnel by requisition from the departments, and the DCI felt for reasons of security as well as of efficiency he should be given full charge of selection and direction of his personnel.

I 3/2
I 3/3
/Darling, IV, 13-16; III, page 13/ This he was able to effectuate in _____ 1946. (September?)

With the capability of the CIG to hire its own personnel, and subsequently with the establishment of the CIA, personnel was considerably in-

efficient. It was difficult to obtain qualified personnel to staff these programs, however. To increase the efficiency of the Personnel Office as more and more demands were made upon it, changes were made in the functions, organizational structure and size of the various segments of the Office.

*see I 4/1
org charts*

As of 1 January 1949, with the general administrative change taking place in the Agency, the operational elements of the personnel management function were decentralized to two personnel divisions within administrative organizations servicing the covert (Special Support Staff) and overt (Administrative Support Staff) components of the Agency, respectively, *under the Executive, CIA*. Staff personnel management responsibilities, including final position classification authority, were located in a separate personnel staff. At the same time, a Personnel Staff was established to provide

Hist PO, 1954
version

(1952 version) policy guidance to the Executive of the Agency on personnel matters.

I 411

In October, 1950, the organization of various administrative offices was again altered in an effort to improve service to operating units. The two Personnel Divisions (overt and covert) together with the Personnel Staff were united under the Personnel Director and reorganized under the following semi-functional basis: Personnel Division (Overt) was established to provide placement, personnel relations, and transactions and records service for the overt offices and a clerical pool and testing service for the Agency; Personnel Division (Covert) was established to provide placement personnel relations, and transactions and records service for the covert offices. The following were set up as central services: Classification and Wage Administration Division for a central wage and salary administration program; Personnel Procurement Division, for a central recruitment service for the Agency, replacing the recruitment services formerly provided by the Placement ~~by the Agency~~ Branches of the two Personnel Divisions; the Military Personnel Division, previously located in the overt Personnel Division, was set up independently to continue its function as the central military personnel unit.

still in effect 19 Jan 51

In mid-1951 the position of Assistant Director (Personnel) was created.

What was position on chart of P.O. at this time?

The first incumbent was 25X1A [REDACTED], USAR, appointed in

July 1951. 25X1A [REDACTED] became Acting Assistant Director

(Personnel) when 25X1A [REDACTED] left the Agency, ^{in March 1951} and was succeeded by

Harrison G. Reynolds? who has occupied the position since then.

Mission and Functions, Personnel Office

P.O. Hist.
1954

The primary aims of the Office of Personnel are the development and administration of a personnel program for the CIA, including the formulation and recommendation of policies, regulations and standards; providing advice and assistance to administrative and operating officials on all matters of personnel administration; inspection, review and evaluation of all phases of personnel management activity in the Agency; conduct of research in the field of personnel management; and supervision of the activities of the CIA Honor Awards Board; and providing personnel services in support of the Agency's personnel program; briefly stated, to handle the staffing operation of the Agency on a day-to-day basis as efficiently and expeditiously as possible, and to set up a personnel organization and program which will serve the Agency's needs at the present and in the future.

What research specifically?

There are many unique problems which cannot be solved by following customary Federal personnel policies, procedures and practices, and for this reason the Agency has been exempted from various requirements generally established for Federal agencies; for example, the Civil Service Commission in September of 1947 excepted the Agency from all civil service competitive examination and certification procedures which are normally followed in making Federal appointments. In addition, in October of 1949 Congress exempted CIA from the Federal position classification and compensation system, and despite other provisions of law governing the separation or removal of Federal employees, the National Security Act of 1947 has vested in the DCI authority to effect terminations of employment whenever deemed "necessary or advisable in the interests of the United States."

The exceptions and exemptions accorded the Agency have determined the character of the Office of Personnel.

Its own lack of staff made it impossible for the Personnel Office to *establish the* ~~give the attention it wished to~~ the major programs which should have been *and necessitated concern* ~~it wished for~~ *that* ~~established under good management practice, so that~~ recruitment could go

~~forward.~~ ^{here} In recruitment, too, the dearth of personnel on its own staff hindered proper fulfillment of its functions. There could be no organized attempt to ^{give} priority to search for given types or professions which seemed to be most needed. Because of the press of need for ^{bodies} ~~personnel~~, the Personnel Office was forced to recruit individuals, without knowing whether ~~these individuals~~ ^{they} would adequately serve the Agency's requirement for effective, productive work. The necessity for placement follow-ups, establishment of qualification standards to insure the obtaining and utilization of the best qualified ^{individuals} ~~invidious~~; establishment of classification standards ^{to} ~~to~~ insure equal pay for substantially similar work -- all these were realized and desired in those early years, but could not be concentrated upon because of the press of more immediate problems.

In the end ~~of~~ and of itself the expansion of recruitment forced the establishment of an adequate personnel organization, which ~~is~~ reflected in those operations, the names of which bespeak the duties performed. These units are: personnel procurement, placement, personnel relations, transactions and records, central processing, classification and wage administration; pool administration, testing and training; military personnel administration; career service, and a personnel Studies and Procedures Staff.

Personnel
Procurement

With the expansion of the Agency, the increasing demand for qualified applicants had grown so urgent, that in late 1950, the personnel procurement function of the former Procurement and Placement Branches was separated from these Branches and was established in the Personnel Procurement Division.

As has been stated before, lack of people on its own staff presented the Personnel Office from adequately carrying out its duties. In this connection, the task of the early recruiter was tremendous. As of 31 December, the figures for the following years looked like this:

1947 1 recruiter, part-time

1948 1 " "

1949 2 recruiters, plus one additional, part-time

In 1950, with the establishment of the Personnel Procurement Division,

25X1A

the T/O of the new unit was authorized at [REDACTED] positions, substantially more

25X1A

than that formerly allotted to recruitment. There was an increase to [REDACTED]

~~in these~~ authorized positions in _____. There were now two

were these 8
full- or
part time?

recruiters, plus one part-time, until September; and eight from September

25X1A

to December, inclusive. In 1951, there were [REDACTED] through May; as of

25X1A

31 December 1951, [REDACTED] on duty. It was contem-

some of whom would be only part-time employees. A portion of these recruiters would be general recruiters; some of them would be for specific offices. In January of 1952 there was at least one special procurement official for each office of the Agency. By June 1953, the situation was /identical? changed in any respect? /

From January-May 1951, inclusive, there were four recruiting stations:
25X1A

[REDACTED] By December of that year,

the following stations were added:
25X1A

[REDACTED]

A Survey and re-evaluation of the functions and accomplishments of the Personnel Procurement Division was conducted in April and May of 1951.

In the resultant reorganization of June 1951 recognition was given to the fact that field recruitment must be intensified; that these recruiters had to be responsible citizens of broad acquaintance in industry, business, education, science, and specialized fields of endeavor; and that this staff should be allowed maximum flexibility and freedom, consistent with security requirements, in contacting potential candidates for ~~vane~~ vacancies.

Colleges and universities; technical and vocational schools; high schools
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commercial schools; overseas scholarship holders (Rhodes, Fulbright, Rotary International, etc.) -- all these ^{are} were ~~tapped~~ as possible sources for personnel. ^{25X1A} The [REDACTED] ^{has agreed to recommend} will recommend promising young citizens of towns where it has chapters. ^{25X1A}

Field recruitment has been supplemented by local recruitment in Washington via the Personnel Office itself, and by suggested names of qualified candidates from the personnel presently on duty.

Having gotten the name of the candidate and having ~~he~~ his personal history form completed, and forwarded, Procurement was really not done with the matter until the individual was actually on the job, for conceivably in the long waiting for clearance, an individual might get tired of waiting, ~~might~~ ^{as a result of} be pressed by circumstances, or by any numbers of unknown factors, ^{might} ~~to~~ accept a position elsewhere and ~~would~~ slip away, thus leaving the recruiter to start his task again.

This was one problem. Other problems associated with personnel procurement in this Agency are inherent within the work itself: the personnel requirements are varied. One cannot go to a Civil Service register and request individuals for certain types of work, for these types are not covered in the ordinary routine. Security is a limiting factor. Many

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otherwise desirable candidates are disqualified for this reason after a considerable amount of time and money has been spent on them. The anonymity of the work and personnel may be unattractive to a certain type of mentality. Personnel must be willing to serve anywhere at any time. There is a special relationship with other branches of the Government, and personnel must have familiarity with the problems of agencies which CIA serves. The youth of our organization and the changes and uncertainty which prevailed during the early years have made more difficult the recruiting and holding of personnel. The Dulles Report (pages 36 et seq) recognized these difficulties in commenting on the staffing of the Agency.

25X1A

as of June 1953 was

Is this correct?

Covert

Is it was?
Oct. 1950?
Feb. 1953

App

Placement Division

The Placement Division is primarily responsible for initial personnel selection and in-service assignment. When operating as a combined procurement and placement activity, the placement units were almost totally concerned with obtaining and initially assigning personnel. In the period when recruitment was going on at its most rapid (1950), this Division was so immersed in meeting the demands of the individual offices for personnel that it had no time to review subsequently whether or not initial placements were satisfactory. In the face of uncertainty as to the types of people needed for various positions, it is especially important to evaluate the success of placements to determine what kind of qualifications has been not more successful. Conversely, if individuals so placed ^{are} were dissatisfied with their jobs, it should be possible to discover this at the time of placement follow-up, and thereby save a great many people for the Agency who might otherwise be lost. Among this group may be counted that personnel which would perform adequately in a position, but whose individual capabilities might well be used to better advantage in some other type of work.

1950 correct?
Wha ab state-
ment?

In the course of their work, placement officers are required to be in close and constant touch with the operating officials to improve the personnel program of the Agency. They can and do offer expert advice and assistance not only to individual supervisors, who are the real point of contact with the individual, but to Agency management with the view of establishing and maintaining an effective working program of personnel management.

Para
2

In addition to trying to fit the right person to the right job,

Placement's problems were multiplied by the inability to assign personnel to positions over GS-5 without an interview, involving a loss of time if, as often happened, a file ^{were} ~~was~~ sent covering a suitable applicant, and no action was taken by the reviewing ~~staf~~ office. As much time as 60 days might elapse without definite decision/^{have} ~~being~~ having been made which could mean the difference in holding on a to a candidate.

25X1A

draft 52

Has this been corrected to any gr extent?

What part probs were met 50-53 & overcome?

Pool, Testing and Training

When did Pool
bec Interim
Assignment
Branch?

Having procured the personnel and having placed them on a T/O, there remained the problem of how to keep the individual occupied until proper security clearance was obtained, a period amounting to approximately to 90 days. A partial solution was developed which permitted the hiring of the individual after provisional clearance and assigning him to unclassified work during the investigation period. For the clerical and stenographic help, a pool was set up to provide the necessary supervision, and advantage was taken of the opportunity to train ^{this} the personnel prior to permanent job assignments. The training aspect therefore of the Pool has been increasingly emphasized.

When was this
& how does it
stand, 6/30/53
what was its
highest # a
held?

At one time ^{has} the Pool ^{up to} maintained an average number of 60 uncleared employees *thin June 7 1953*.

While this method applied very well to clerical and stenographic personnel, ^{such as} ~~this~~ holding operation worked less well with those of professional status, ^{although} ~~some of the~~ sub-professional and technical employees were assigned to the Pool, pro tem.

Since employees are assigned to ^P pools upon the discretion of placement

^P officers in personnel, there are no clear reasons why some of this group

were put in the clerical pool, since normally they would go into the Unclassified Training Group A (O/Training), in which they were put to work doing various unclassified projects. Perhaps a reason for any of them being in the clerical pool at all was that when their clearances came through, the offices to which they were assigned could have them forthwith instead of waiting until they had finished the training project on which they were working.

The Pool was initially sponsored by the Testing and Evaluation Section of the Procurement and Placement Branch, but was separated from that Section and placed under Placement Branch in _____. *It was subsequently* ~~In the reorganization~~ of _____, ~~it was~~ returned to the Testing Branch, which was then renamed the Testing and Training Branch, *and later in the* ~~A more recent~~ reorganization of _____ *again separated* ~~separated the Pool again from Testing, and it is now~~ *to become* the Interim Assignment Branch of Personnel Division (Overt). This arrangement places the responsibility for administering the Pool in the Personnel Office and responsibility for training operations in the *P*ool in the Training Office.

Testing

The testing programs in CIA were initiated in October 1947 to assist placement and operating personnel in making decisions about individuals by supplementing information available to them ^{from} ~~on~~ personal history forms and interviews. It was originally confined to testing ^{the} ~~g~~ clerical ability, typing and stenographic skills of clerical personnel. As the demand for testing service increased, the program was ~~t~~ extended to include all personnel for positions in GS-9 and lower grades, with a consequent expansion of staff facilities, in addition to test research and development activities, and one of the earliest research projects undertaken ^{was} a validation study of these tests. /Was this the survey made by Educational ^{and} ~~ing~~ Testing Service Princeton? See following pages. What other research has been conducted? What result? Improvements were suggested in the above survey. What were they and were they put into practice?/

Test batteries were developed for general types of positions: Intelligence Officer, Administrative Assistant, Librarian, and Secretary. The program was hampered in unavailability of specific and accurate job information and ~~as usual~~ ^{by} a lack of an adequate staff. Advisory service was

provided, however minimum the research program was, by relying upon the

professional judgment of staff members and the knowledge of the Agency they

25X1A

had acquired. Mr. [REDACTED] who first initiated this program,

was advanced to Chief of the Personnel Division in the fall of 1949 and the

unit functioned without any chief until the summer of 1950 when Dr.

25X1A

[REDACTED] was appointed Chief of the Testing and Training Branch.

25X1A

From May through October 1951, the [REDACTED] Service of
25X1A

[REDACTED] conducted at the request of the Director of Training a

survey of the testing activities in various offices of the CIA, included in

which was that of the Testing Branch, Personnel Office. The report, among

other things, found that most CIA offices had a healthy awareness of both

the uses and limitations of psychological tests for CIA purposes; the real

need was for improvement rather than radical change; there was evident a

need for more adequate coordination and central professional supervision of

CIA testing activities. The appointment of a well-qualified psychologist on

a high administrative level was suggested.

No validity studies had been carried on to determine the degree of suc-

cess with which tests predicted job performance. The recommendation was a

series of research projects to set up expectancy charts or tables so that

the predictive value of various tests used by CIA might be accurately

What action was
taken on these
recommendations?

I 18/1

established. The report stated that it appeared to the survey group unlikely that the actual or potential needs for selection and placement testing in the Agency were being met by the testing activities then in operation. It was therefore recommended that CIA explore the question of how personnel procedures might be improved by the further introduction and application of scientific testing procedures.

Regarding the Testing Branch of the Personnel Office, specific weak points were noted, as follows:

Two tests of the Clerical Battery were considered totally inapplicable to the selection of clerical personnel. These were both dropped following the survey.

In some cases tests with time limits worked hardships on older people than those for whom they were especially designed.

A series of Differential Aptitude Tests, intended for use in differential prediction or indications of better performance in some areas than in others, was being misused in that applicants were being accepted by some placement officers only if they were above average in every aptitude tested.

In a number of cases placement officers were in ignorance as to proper interpretation and use of test scores.

interpretation and use of test scores.

A number of tests in the Professional Battery had not been sufficiently validated.

Test results were often used as criteria for promotion, to the exclusion of demonstrated job performance.

Some of the projects being conducted by the Office of Testing and Assessment in 1952 were:

(1) Testing to help selection of professional trainees:

(a) For applications for the training program; tests of logical reasoning; basic number skills; verbal intelligence; and mental speed.

For what reason?
Comparison only?

Applicants^{aw} scored in relation to norms established for college graduates.

(2) Testing of professional trainees for vocational guidance.

Trainees are placed at the end of their Intelligence School course, based upon the basis of summary of test results plus interview with Chief of Testing and Assessment Branch

(3) Testing of UTG/A group (under O/Training) to determine nature of their training, and subsequent placement in Agency upon completion of their training

- (4) Pre-instruction testing of administrative and clerical personnel
and follow-up tests to determine worth of the training received;
- (5) Testing of all individuals for whom ^{external language} Georgetown Language Institute
training has been recommended;
- (6) Conversational fluency testing of personnel for whom conversational
language training has been prescribed
- (7) Work on employee evaluation forms, part of the Career Development
Program
- (8) Continuous process of validation and study of all the tests used
in the above-mentioned projects

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Classification and Wage Division

Trace posit
of this off in
PO structure.
Whr did it
stand vis-a-vis
overt-covert
comb & bkup

The Classification and Wage Division is primarily responsible for assuring that CIA wage and salary policies are in ~~galigh~~ alignment with the general Federal structure and that similar pay is received for similar work. Specifically, it is responsible for allocating Agency and NSC positions (the personnel services for the NSC are provided by the CIA Personnel Office) developing Agency classification standards; conducting wage and administration activities for departmental and field positions; directing, coordinating and ing, /conducting job analyses, position surveys and the development of position descriptions; advising and consulting with operating officials on classification activities and problems; and establishing Tables of Organizations.

Although the CIA is excepted from the requirements of the Classification Act of 1949, which prescribes position classification and salary administration requirements for most Federal agencies, the Agency adheres as closely as possible to the principles and policies stated in that Act. Earlier and prior to its passage, the Agency had an understanding with the Civil Service Commission that we were privileged as to position classifica-

tion by virtue of authorities contained in PL 110, and the previous
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Commission practice of reviewing Agency position allocation was discontinued.

The problems were early apparent: certain positions of the Agency could not arbitrarily conform to accepted Federal norms because of unique functions, and specifications and criteria had to be set up without benefit of anything to lean on. The highly classified and sensitive nature of programs, operations and responsibilities of individual positions required special classification methods and techniques; rapidly changing operational situations brought on the necessity of classification review and decisions frequently had to be made without benefit of detailed information or organizational functions, programs, relationships, or duties of individual positions. The rapid expansion of the Agency, coupled with geographic dispersion and variety of occupations, has added to the problem.

Classification for most positions has been accomplished by a number of standards, including those of the Civil Service Commission for jobs of a similar nature, and surveys made within the Agency on an individual basis. Having set up criteria and set up the jobs, written descriptions of duties performed in each job have to be periodically reviewed to keep them on a current basis.

fundamental service to the entire personnel structure. Job qualifications are determined in knowing what a particular job is to entail; training programs can be set up after ~~working~~ knowing what the nature of the job is, and the difficulties and responsibilities surrounding the position. Thus, in addition to aiding recruitment and placement, it assists in training and career development.

In 1947 the Classification and Wage Division had a staff of _____, and its accomplishments were _____ positions surveyed and classified.

The activity and volume of work performed by the Division may be seen in the table below:

<u>Fis. Year</u>	<u>Number on Staff</u>	<u>Positions Surveyed or Classified</u>
1948		
1950		
1953 (Mar)		

*There are its duties
that fundamental jobs
were there in org. from
beginning to end 10.?*

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Transactions and Records Branches

~~Overt-Covert?~~

The Transactions and Records Branches (Covert and Overt) are responsible for processing appointments, promotions, separations; assuring that these actions are taken under proper authority meeting legal and regulatory requirements, and reported to proper offices. Position controls or inventories are maintained, showing a record of each position authorized in the Agency according to grade, salary, organizational location and occupancy. In transfers, service record cards, which serve a dual purpose as a record of the individual's Federal employment and as a record of the staffing of a particular job, are transferred appropriately. Proper notation is made when a candidate is placed in process for a particular vacancy in order that two individuals be not recruited for one job.

The Transactions and Records Branch (Covert) has the additional and unique problem of fulfilling this responsibility for overseas operational positions. Certain special security requirements must be satisfied relative to employment of semi-covert and covert personnel; both within the continental US and overseas.

Until _____, this Branch took care of all phases of integration

into other Departments for cover purposes; and this responsibility has now been transferred out of Personnel Office.

no his story; but duties

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Keeping records on those personnel awaiting overseas assignment or those returned from overseas becomes a fairly complicated matter, not the least of which is the particular security problems raised by the nature of the Agency's mission.

The Transactions and Records Branch, in addition to its other work, prepares various statistical reports since it is the source for all official personnel documents on the individual members of the Agency. It also performs many miscellaneous tasks which are not inherently the responsibility of any particular personnel function.

In the period, 1950-1953, the Transaction and Records Branch (Overt) processed _____ security initiations as the first step in the employment of prospective employees.

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Central Processing

This is a phase related to the processing of employees of the Covert Branch. It provided a central processing service for all personnel en route to overseas, or returning. Originally an individual ^{assigned} ~~en traveling~~ overseas, ~~for example,~~ would be required to go to individual offices for various activities relating to his travel: he would go to the fiscal office for fiscal matters, to the medical office for necessary examinations and medications; and to Travel to be sure all orders ^{therefore} ~~were~~ correct. ~~He was~~ ^{therefore} ~~therefore~~ before final clearance, ^{he was} walking to many offices in many locations to accomplish his processing. In addition, there was a need for coordinating the activities performed by each of these offices. As a result, a Central Processing Branch was instituted.

What date?

^{There was} service
 ^ A central ~~service~~ ~~was installed~~ during the period in which there was a special Personnel Division (Employees Division) located in the Special Support Staff, which provided administrative support to the covert offices.

Why was it abolished?

This service was abolished in a subsequent reorganization, processing reverting to the separate offices. However, the central service was reinstituted as the result of a request for a simple and more efficient

When

Personnel Relations (Covert and Overt)

A ~~Central~~ ^{originally set up} Personnel Relations unit was established on , to serve all offices except OSO. It provided personnel with a whole range of counseling and guidance on matters relating to personal adjustment, domestic problems, assistance to members of the family of employees of- who become mentally incapacitated, work productivity and job satisfaction; housing, recreation, hospitalization, carpools, child care, education, blood donor program, and fund raising campaigns; problems re leave; extended leaves of absence; military training, retirement; review and recommendation of appropriate action in disciplinary cases; and handling of personnel grievance.

As it operated in the early days, these matters, especially those of discipline and personnel grievances were handled only when ^{no other action} ~~nothing else~~ could

^{taken} be accomplished. On the principle that it is better to take care of a

Synonym

matter before rather than afterwards, these matters are now handled immediately after the supervisor has judged that he cannot help, in order that an employee not get to the last stage and separate from the Agency. The pre-exit interview was specifically instituted to prevent an individual from separating, if possible, and secondarily, to benefit by any experience

Personnel Relations Branch has been instrumental in developing plans for an employee Welfare and Recreation Association, which has been organized for CIA and will assist this group as it can.

when?
The Personnel Relations Unit (Overt) provided the central service until a Personnel Relations Branch was installed in the Personnel Division (Covert).

1. page 5 of June 1952 statement, last sentence says, "reorganized unit in the Overt. What was it reorganized from?"
2. The Incentive Awards Program is administered by this Division. When was it instituted and how did it benefit the Agency?

The Agency does not request deferment for draft-age applications applicants whom it may desire to hire. This class of applicant, however, may be considered for overseas field duties, but not for departmental assignment. In any case, Selective Service national headquarters are advised of the employment of any young men of draft age. Occasionally, an applicant is willing to accept, after training, immediate overseas duty of a hazardous nature. In such case arrangement is made to exempt the applicant from call, on the advice of the Agency that he is usefully employed.

~~In Fiscal Year 1953 there were the following summary of requests to the Department of Defense, and authorizations for military personnel:-~~

Following is a summary of requests to the Department of Defense in Fiscal Year 1953, and authorizations for military personnel:

	<u>Beginning</u>	<u>End</u>
Officers	25X1A	
Enlisted Men		
TOTAL		

The tendency in subsequent fiscal years has been toward decrease in such requests.

/Do we want to put in about military men on the roles, retired, etc.; what they are paid? /What historical interest is it?/

25X1A

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with CIA and D/defense policies.

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Personnel Studies and Procedures Staff

The Personnel Studies and Procedures Staff was set up in April 1951 to assist in all phases of the personnel program, especially in the Agency's objectives on personnel management. It had as its initial duties the surveying, reviewing and reporting to the Personnel Director on all phases of the personnel program, field and departmental; developing and coordinating legislative, budgetary, procedural and reporting requirements; planning, developing and conducting studies of personnel office organization, staffing standard operating procedures, and special management projects and studies as required.

Could we
have a few
major ones?

To these have been added the development and coordination of recommendations concerning policies and procedures on manpower requirements in support of the Agency's mission and of its mobilization and operations in times of national emergency; the development of an Agency personnel reserve program; analysis and presentation of comprehensive personnel statistical reports, and continuous review of the effectiveness of personnel programs and activities both at headquarters and in the field.

/what particular accomplishments took place during ¹⁹⁵⁷ 1950-1953?

When did it become "Planning and Analysis Staff"

Career Development (Management?) Staff

Is this so?

The Career Development Staff was established in October of 1951 to aid the Career Service Committee in its implementation of a proposal to establish a career program in CIA.

Where is this
letter and why
was it written
to McCloy?
What insti-
gated it?

The idea of a career staff had its origin in a letter written by General Smith on 17 March 1951 to the Honorable John J McCloy, _____
(title), in which the DCI expressed an interest in building up a corps of well-qualified men in the Agency who would be interested in making a career of intelligence. In consequence of this desire, the Office of
25X1A
Training prepared a plan endorsed by _____, Assistant Director of Personnel, which was transmitted to the DCI on 3 July 1951 by Colonel
Director of
Matthew Bigard, /Training. The DCI approved this plan in principle on 24 July 1951, and on 7 August 1951 there was distributed for comment and recommendations to the Deputy Directors and Assistant Directors, "A Program for the Establishment of a Career Corps in the Central Intelligence Agency." The DCI then established on 13 September 1951 a Career Service Committee, consisting of
25X1A
_____, AD/Personnel (Chairman); Mr.

Sherman Kent, Assistant Director for the ONE; _____
25X1A
Assistant

Director of- for the Office of Special Operations and Colonel Matthew

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Baird, Director of Training. In addition to implementing the proposal to establish a career program in CIA, the Committee was asked- asked to resolve such differences of opinion which were noted in the comments and recommendations received. [REDACTED] was designated the Executive Secretary of the Committee.

The first meeting of the Committee was on 24 September 1951. There was established eight Working Groups to cover Selection Criteria, Employees Rating, Career Benefits, Trainees, Extension Training, Rotation, Personnel Development Program and Honor Awards. Each of these groups was assigned a series of specific problems and the Executive Secretary was directed to coordinate their activities. Detailed records and minutes were kept so that this complex matter could be adequately covered.

[REDACTED] 25X1A
With the resignation of [REDACTED] in April, the Deputy Director for Administration, [REDACTED] 25X1A became Chairman, and Mr. Kingman Douglass, AD/CI, subsequently replaced Mr. Sherman Kent.

Progress Report was made to the DCI on 22 January 1952, in which the general framework of the proposed Career Service Program was laid out.

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In commenting on the progress report, the DCI on 7 March 1952 noted eight

major points each containing a number of items which he wanted considered.

With the calling back of four of the Working Groups and the establishment of a new one, these matters of controversy were resolved during April and May, and final details of the proposed program planned.

Final Report of the Committee was forwarded to the DCI on 11 June 1952 and approved by him on 13 June 1952.

In his discussion of the background of the career service program in August 1952, 1954, Mr. Lyman B. Kirkpatrick traced some of the problems facing the groups in their first meetings which they had to obviate. One of the most controversial, for example, was whether or not CIA should have a commissioned corps of workers: "commission" in this sense -- a Congressional commission signed by the President, or whether the present system of appointments by the Director should be maintained. It was decided in favor of the system we now have, which was deemed more flexible.

There was the problem of obligation. Should our personnel be asked to accept an obligation to the Agency, or should the present system in which an individual is free to leave at any time he chooses be retained? This was such a controversial problem that there was almost a direct cleavage in the Committee.

What was his position and why did he go into this discussion?

As IG?

The operations of the Agency range in interest from an almost completely overt ~~th~~ to the most clandestine of activity. Individual talents are diverse in character. Could then there be one career service encompassing this diversity, or should there be a group of associated career services? Having considered our internal complexities, the status of the Agency in the national intelligence structure, and its existence in the world today with other intelligence services, the answer ~~in~~ was in favor of a single intelligence service of all personnel within the Agency.

The Working Groups, all composed of individuals at the level of staff and division chief, put much work into these ~~su~~ studies.

Subsequent to the Final Report of the Career Service Committee ~~i~~ on 25X1A 7 June 1952, the Career Service Board was set up. /CIA ~~Report to the Board~~ dated 15 June 52. / Since the Board has been in existence, it has worked out the final details of the career program./launched in August of 1954; see Lyman B. Kirkpatrick, "Background of Career Service ~~Free~~ Program," CIA Career Service Conferences, 3 August 1954./

In passing, there may be noted some of the topics of those groups which continued their work. The Honor Awards ~~Group~~ Group studied a reward for those intelligence workers whose exploits could never be publicized.

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/In 1953 the President approved the National Security Medal, the highest award for intelligence service anywhere in government./

The Legislative Task Force studied what legislation was required, to get additional benefits for career employees in the Agency; e.g., accelerated retirement for different types of service (hazardous service; service in difficult climates; service beyond the call of duty (extraordinary service)); financial assistance for medical attention for dependents overseas, etc.

There was also junior personnel: what problems did they have, and how could they develop their careers; what was the position of women in the Agency: was there discrimination; could they rise to the highest professional levels? The employee on overseas duty - what was there in store for him on his return, since so many of this type of employee would find themselves at loose ends with no job in prospect on their return from abroad. These questions were studied and answers on them subsequently prepared.

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Special Contracting, Allowances and Processing Staff

The Special Contracting Unit, Administrative Staff (Special) was transferred to the Personnel Office under date of 15 September 1952, to become the Special Contracting, Allowances and Processing Staff. / [REDACTED] 25X1A 22 Sept 1952, Subj: Organizational Changes./

This staff is responsible for recommending policy standards governing Agency ~~at~~ contracts for personal services and certain other special contracts required in support of covert operations; for preparing and executing such contracts; for the review of all field contracts submitted to headquarters; for the complete personnel processing of all staff agents; for recommending policy standards for special allowances; and for reviewing and granting all such allowances.

Early in 1953, Agency regulations concerning detailed military personnel were revised providing for the centralized control of such personnel to insure their receiving consistent treatment in conformance with CIA and Department of Defense policies. Fiscal Year 1954 covers the first year of operation of this staff respecting military details, ~~however~~ X

/apparently the above Staff actually began to get under way in fiscal

CONCLUSION

The rapid expansion of personnel in the various operating offices had its effect upon the activities of the Personnel Office. As in all offices, there was ^{here} a shortage of personnel to meet the increased demands put upon the Personnel Staff. The personnel of the Agency, for example, grew from a

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What were
actual
figures?

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As of September 1947 there were [REDACTED] staff employees and staff agents
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on duty in CIA, against the number of [REDACTED] as of 30 June 1953.

Although personnel was increased in the Agency, unfortunately the staff of the Personnel Office w not only did not increase, but on the contrary shrank ~~in-proport~~ in proportion to the total Agency staff.

The Office of Personnel felt that little recognition ^{had been} was given to it,

either by way of staffing, necessary authorities, or stature within the

Agency ~~during this period~~ and it was not until 1951 that proportionate in-

creases in staffing authorization and authorities, needed to perform the

personnel management job, began to be granted, allowing the Office to

proceed on a proper program. The requirements became ~~stabilis~~ stabilized

^{as of} in fiscal 1953 and a change in concepts of internal Agency security require-

ments ^{was} were instrumental in allowing an increasing effort and attention to

overall aspects of personnel management. The placement activity was ex-

tended, classification standards drawn up to correspond to the unique

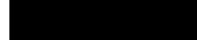
Agency requirements, and complete and accurate record keeping systems

established along with employee service programs.

What were
these &
how ~~th~~ did
they affect
Personnel?

25X1A

working

 notes attached to training mentions ~~writing~~ understanding

/in 1952/ with services to the effect that CIA can enter an employee into

1. Military service and receive him later as a civilian after he has completed all the service time and training requirements; also
2. "under considerations is a plan for allowing men chosen by CIA to enlist in service, receive training, and then come to CIA in a military capacity for the remainder of his service time.

What was ever done about these? Are they now in effect?